BATTLE COMMAND 2

Battle command is the art and science of applying leadership and decision making to achieve mission success. Battle command encompasses the functions of leadership (providing purpose, motivation, and direction) and decision making. Enabled by command, control, communications, and computers (C4) and intelligence, surveillance, and reconnaissance (ISR), battle command enhances the commander's ability to gain information and decision making advantages over any adversary. Figure 2-1 portrays these relationships.

Fully networked battle command capabilities are the bridge from the Current to Future Forces and enable the JFC to conduct fully interdependent, network-centric warfare. The Army views battle command as the essential operational capability that fundamentally enables the conduct of future joint operations. To implement the JOpsC and JOCs and achieve decision superiority, the Future Joint Force will exercise battle command within an inherently joint, top-down network that provides common situational awareness. This chapter describes evolving joint concepts of C2 and BA, and how Army battle command capabilities complement these maturing concepts. Chapter 8 details specific Army battle command initiatives.

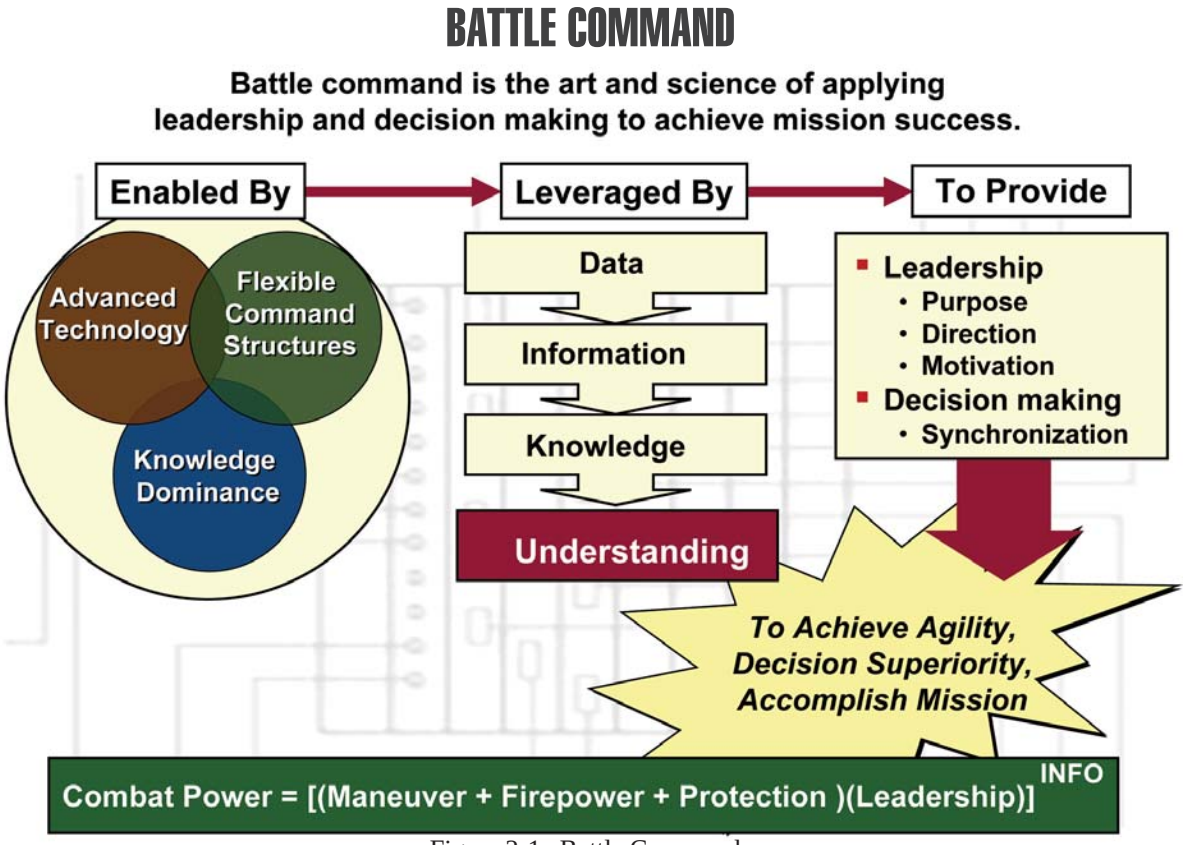

Figure 2-1. Battle Command

THE CONTEXT OF JOINT COMMAND AND CONTROL

The Army's battle command concept and strategies are consistent with emerging JC2 and BA functional concepts within the JOpsC. Additionally, the QDR's Transformation Pillar, Developing Transformational Capabilities, emphasizes the importance of leveraging information technology and innovative concepts to develop an interoperable, joint C4 and ISR architecture. The challenge is to meet the JFC's needs with Current Force capabilities while simultaneously developing enhanced capabilities for the Future Force. Figure 2-2 depicts the context of battle command supporting the JOpsC, including JC2 and the Global Information Grid (GIG). Battle command expands the BA of the JFC.

Figure 2-2. Battle Command in the Joint Context

JOINT FORCE COMMAND AND CONTROL AND BATTLESPACE AWARENESS [11]

Current and future JFCs rely on capabilities that enhance the speed of command. The joint functional concepts of C2, BA, Focused Logistics, Force Application, and Protection define joint warfighting across the range of military operations. The JC2 functional concept is the overarching concept. It describes how C2 will be performed to achieve success when executing the missions and operations described by the JOCs. This JC2 concept and its defined C2 functions also provide a foundation for the other functional concepts since the C2 function is resident and required for successful implementation of all concepts.

Command and control is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission.[12] The Joint Command and Control functional concept reflects that C2 is fundamentally a human activity enabled by technology and the organization. The concept categorizes capabilities into three domains: cognitive, organizational and technical.[13]

The Joint command and control functional concept states that the overarching attribute is agility, an attribute that describes a C2 system that enables the commander to respond quickly and appropriately in a rapidly changing and complex situation.[14] Additionally, the concept lists, defines, and associates the following supporting attributes: superior decision making, shared understanding, flexible synchronization, simultaneous C2 processes, dispersed C2, responsive and tailorable organizations, full-spectrum integration and robust networking.

The functional concept for BA provides the basis for future BA capabilities and outlines the

[11] Joint Command and Control Functional Concept Version 0.6.6, 5 September 2003.
[12] *Joint Publication* 1-02, p 79-80.
[13] Joint Command and Control Functional Concept Version 0.6.6, 5 September 2003, p 10-11.
[14] Joint Command and Control Functional Concept Version 0.6.6, 5 September 2003, p 21.

importance of timely ISR to decision making. The concept defines four enabling concepts—All-Source Collection, Environmental Data Collection, Knowledge Management, and Predictive Analysis—which provide the basis to define and develop Joint Force capabilities. Consistent with Joint Command and Control, the BA functional concept is commander-centric—highlighting the role of the JFC as the focal point to direct and guide functions.

BA includes the ability to predict the future battlespace environment, a capacity beyond providing information on current status and disposition. When fully achieved, BA will enable commanders at all levels to make timely, accurate decisions based on credible predictions of adversarial intent and probable courses of action.

At its core, BA represents harnessing the intellectual and technical power of the networked force to ensure commanders at all levels have the information they need to make decisions inside the adversary's decision cycle. This information has several unique characteristics—latency, context, and synergy—that drive requirements for the BA Functional Concept (BAFC):

- Latency means that the value of information tends to decrease with time; therefore, the information must be made available and shared as soon as possible. BA requires information fusion at the earliest possible points.
- Context refers to the concept that raw data is not equivalent to information. Context is what is applied to data that is not self-evident to the user. Data has only limited value until it has been put into a context that enables decision making.
- Synergy means that particular information becomes more valuable when considered in light of other related pieces of information. BA will include automated data tagging to enable rapid searching of stored databases as well as data fusion.[15]

The JFC is enabled by and leverages Service and national capabilities to provide precise, fused intelligence at all levels of war to facilitate decision superiority.[16] Achieving decision superiority relies on gaining and maintaining information superiority, the advantage over an adversary to see and understand first. Information superiority is accomplished with networked sensor inputs, which provide accurate and timely information to see the environment, friendly forces, and adversarial forces. This confers a warfighting advantage to the commander because he is able to direct actions inside an adversary's decision cycle. Networking the Joint Force also provides commanders at all echelons a collaboration advantage, resulting in synchronized actions in time, space, and purpose-maximizing lethality and effect.[17] Networking the Joint Force is essential to enabling JFCs to achieve success when executing missions and operations described in the JOCs.[18] In addition to supporting the JFC, networking enables vertical and horizontal ISR integration.

ARMY BATTLE COMMAND

The Joint Command and Control functional concept and the battle command concept are commander-centric. They exploit technologies to achieve an advantage that allows a commander to see, act, achieve situational awareness and understand better and faster than his adversary. Battle command bridges Army readiness with transformation efforts. It provides the foundation that enables the Army to maintain readiness and improve its Current Force capabilities while changing the way it deploys, fights, and uses information. Battle command involves

[15] Functional Concept for Battlespace Awareness Draft, 5 September 2003, p 15.
[16] Joint Operations Concepts, JCS Version 1.0 for 2003, p 12-13.
[17] Joint Operations Concepts, JCS Version 1.0 for 2003, p 15.
[18] Joint Operations Concepts, JCS Version 1.0 for 2003, p 12-13.

The Army Perspective of Battle Command

Joint Funtional Concepts

Command and Control + Battlespace Awareness = Battle Command

understanding and applying decision making to gain and maintain the advantage and accomplish the mission while providing leadership throughout the operations process (plan, prepare for, and execute while assessing continuously).

The following battle command attributes describe the qualitatively different ways the Army will execute battle command in the future. The battle command concept aligns with Joint Command and Control and BA to satisfy Army and Joint needs. The first three attributes are largely independent of technology development. They are supported by information, but they depend on changing mindsets and organization. The next five attributes depend on the development and fielding of improved technology. The last group is a hybrid of organization, mindset, and technology.

Cognitive Domain	Description
Commander-driven, Purpose-oriented, knowledge-based mission orders.	Very high tempo, widely distributed, simultaneous land operations in a complex environment will overwhelm any leader or system that attempts to centrally control execution. Decentralized execution by all arms becomes mandatory. Maximum initiative within commanders' intent will allow application of combined arms at the tempo envisioned.
Echelonment of Command is not the same as Echelonment of Unit Formation	The completely flexible tailoring of forces is central to combined arms warfare and dominant maneuver. The appropriate mix of battle command, maneuver sustainment, and maneuver support is mission dependent and not tied to organizational convenience.
Battle Command Resourced for Sustained Operations	The Battle Command System (BCS) must be structured and resourced for distributed and continuous operations in terms of distance and duration.
Technical Domain	**Description**
Battle Command—Anytime, Anywhere	High tempo, fluid maneuver from strategic distance will require command presence, either virtually or physically, based on time and distance factors at the points of decision across vast areas. The BCS must allow commanders to command and control effectively, from alert through redeployment, from whatever location in the battlespace that the commander desires.
Teaming Commanders and Leaders—On-Demand Collaboration	Distributed operations and high tempo maneuver will demand rapid synchronization, swift adaptation of plans and control measures, flexible groupings of distributed staff elements, and direct exchanges between commanders across hierarchies.

Technical Domain	Description
Fully Integrated	Joint interdependence demands that Army forces dominate maneuver, execute precision fires, efficiently support Army and joint elements, and provide full-dimensional protection. Land forces will complement the joint fight and reinforce each other throughout the campaign. Additionally, the BCS will enable more effective interagency and multinational operations.
One Battle Command System	The BCS empowers commanders to execute combined arms operations effectively. The same system that controls wartime operations will regulate activities in garrison and in training. Because the BCS is part of the Joint system, Army forces will support and be supported by joint elements. The BCS will eliminate the requirement for individual stovepipe battlefield operating systems and capitalize on the access and services provided by Network-Centric Enterprise Services (NCES)/Global Enterprise Services (GES).
Unprecedented Information Network Dependability	A multitiered network that supports battle command by allowing commanders to reach back across tactical and theater boundaries and intercontinental distances to Home Station Operations Centers (HSOC) and Knowledge Centers (KC) to access and share actionable information. The BCS will allow humans to apply judgment and experience exploiting vast amounts of information managed more effectively while enhancing data integrity by all users pulling data from original source vice pulling data from anecdotal databases. The network will support seamless information flow between global maneuver, maneuver support, and maneuver sustainment to support battle command.
IT + Culture	**Description**
Modular, Scaleable, Tailored Battle Command	Highly tailored and responsive forces will require battle command matched and positioned precisely for theater needs. Just as Army forces are task organized, the BCS enabled by NCES will constantly adapt, move, expand and contract in size and adjust capability as the situation demands.
Dramatically Smaller Deployed Footprint	The pace and scope of maneuver, in and outside the theater, mandates a BCS that is equally maneuverable. A goal of the BCS is to reduce the footprint of command posts to enable them to be more tactically, operationally, and strategically responsive.

When the battle command attributes above are fully implemented, networked forces will possess the capabilities to adjust rapidly to changing situations and synchronize their efforts in-stride (during execution), with minimal intervention or direction. To achieve these particular attributes and enhance the capabilities of the Current Force, the Army has developed and is implementing a Battle Command Way Ahead Strategy.

This strategy is capabilities-based, encompasses the intent of Joint Battle Management Command and Control (JBMC2), and applies lessons learned from OIF. The intent of the strategy is to provide improved capabilities through technology inserts that are distributed across the Current Force. The intent is also to ensure that all units share the same capabilities and are interoperable throughout the Joint Force. The strategy provides for the standardization of battle command capabilities by unit type and echelon for both Current and Future Forces. Recognizing the hybrid nature (Current and Future Forces) of the Army at any given point in time, it is important that capabilities of Current Forces will be interoperable with Future Forces, particularly within the context of the Army FCS.

Like Army Transformation described in Chapter 1, battle command is more than materiel solutions—it spans all DOTMLPF domains. Indeed, battle command requires skilled judgment gained from practice, reflection, study, and intuition. In concert with enhanced materiel solutions, the Army is pursuing a number of initiatives that will strengthen battle command of Army forces in joint, interagency, and multinational operations. Specific examples:

- Leader development programs supported by enhanced live, virtual, and constructive (LVC) training and simulations.
- Army Combat Training Centers including the Joint Readiness Training Center (JRTC), National Training Center (NTC), Combat Maneuver Training Center (CMTC) and the Battle Command Training Program (BCTP). Refocused training programs complement a joint and expeditionary mindset, support Joint National Training Capability (JNTC), accurately replicate the contemporary operating environment, and better enable commanders to develop subordinate leaders.
- Implementation of the Army Digital Training Strategy (ADTS) for both operating forces and the institutional Army. This strategy is linked to force rotation plans for Army forces in support of the Global War on Terrorism (GWOT).
- Experimentation with Soldiers at the center of every system. Results of experimentation will inform both Current and Future Force battle command capabilities.
- Modular, capabilities-based unit designs that enable greater capacity for rapid packaging and responsive, sustained employment in joint, interagency, and multinational operations.

The following four chapters describe Army capabilities and joint interdependencies required for successful execution of the JOCs. Important to each is the successful exercise of battle command by Army force commanders and the JFC. To dominate any adversary or situation in full-spectrum operations, the ability to see first, understand first, act first, and win decisively is contingent on commanders at all levels successfully exercising battle command.